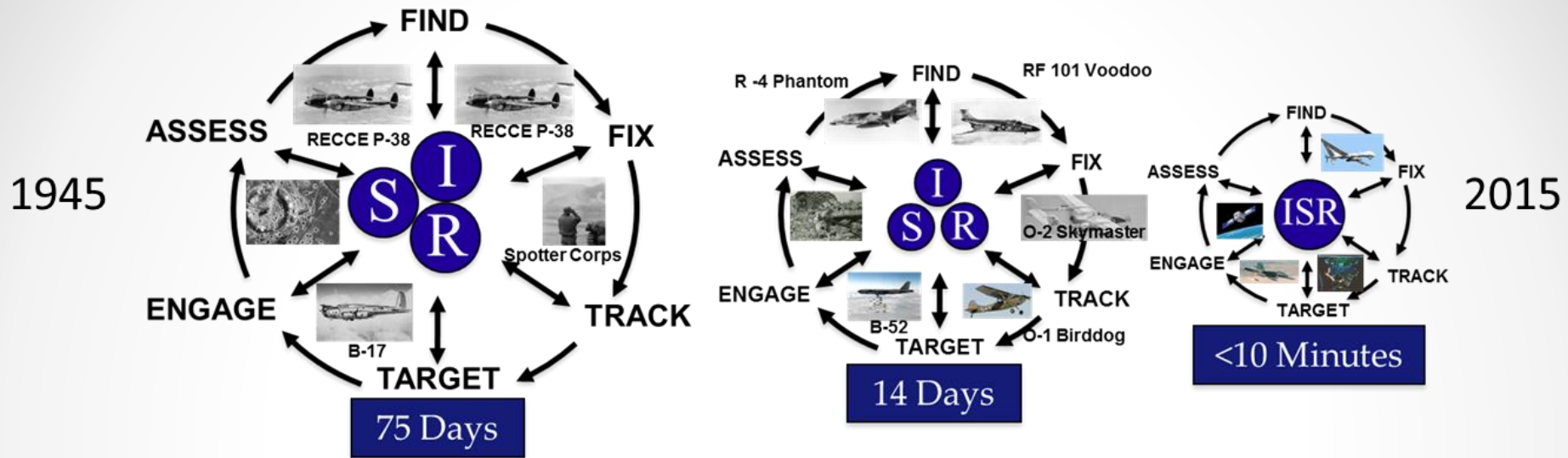




- ✓ ISR can reduce, but not eliminate, the deleterious effects of uncertainty on every level—from tactical to strategic;
- ✓ ISR Informs decision making from the Commander to “individual trigger pullers” *in direct contact with the enemy*;
- ✓ ISR can improve speed and accuracy, but decisions to act depend on leaders, not technology;
- ✓ Part of the solution is to treat ISR as an *Integrative Battlespace Function*;
- ✓ Another part is to view operations through the framework of ISR-Strike-Maneuver-Sustainment.



- ✓ There are not enough of the key *High Demand, Low Density* aircraft assets, e.g. signals intelligence, special mission, and tankers, to support the broad range of required missions.
- ✓ “National technical means,” especially for GEOINT, are still extremely versatile and valuable—but there is no way to stretch their lives or modify/modernize them with a Service Life Extension Program.

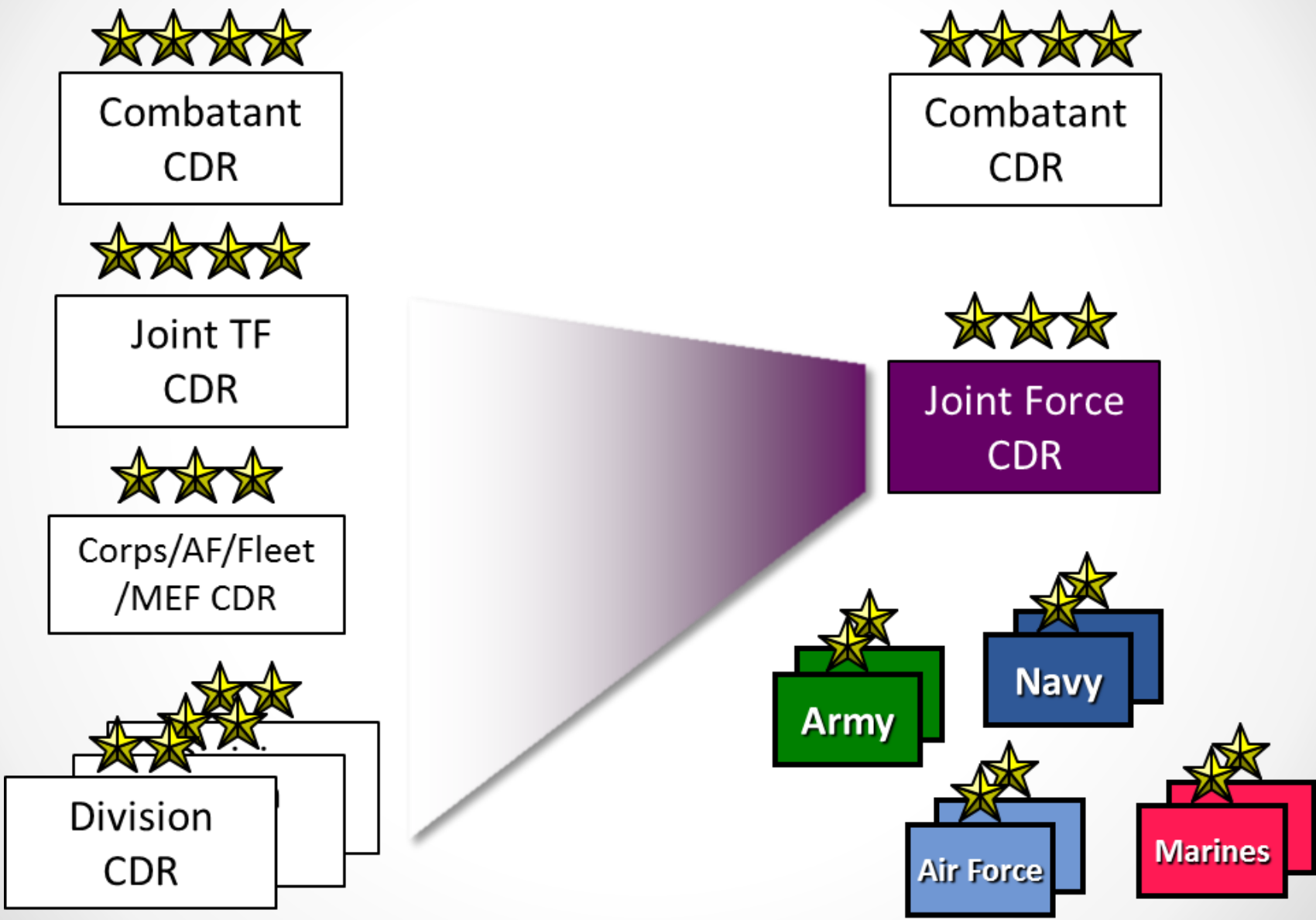
Maximizing ISR raises new questions:

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- ✓ “Do we ***destroy*** or ***exploit*** the target?”
- ✓ With every asset capable of “Collection” how do we optimize and balance priorities to meet Commanders’ objectives?
- ✓ Multi-spectral/Multi-INT capabilities build the best correlated ISR, yet we are often seduced by *Full Motion Video*.
- ✓ With so many sensors, ISR becomes a ***Big Data*** problem that demands automation; however, Trust in the automation (*better algorithms masquerading as AI*) lags.

Integrated ISR for Flatter C2, Faster Decision Cycles:



Breaking the C2 Paradigm with ISR:

- ✓ Responds to Joint Force CDR
- ✓ Integrates Army, USAF/USN Strike Assets (STRIKECOORD);
- ✓ Collects, Analyzes and Exploits Information.

- ✓ Absorbs additional Battalions or gives up battalions as needed;
- ✓ Add More Staff Functions as needed.



Brigadier General
Recon Strike Group Commander

 Colonel
Chief of Staff



Lieutenant Colonel
Maneuver
(Operations including PSYOPS)



Lieutenant Colonel
ISR



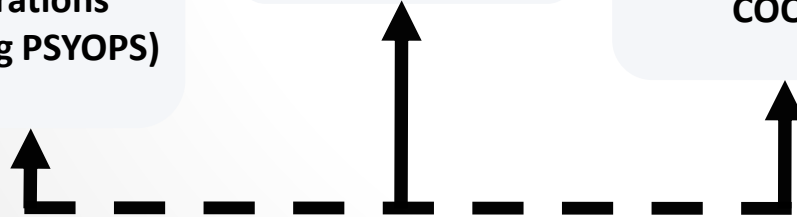
Lieutenant Colonel
Strike COORD



Lieutenant Colonel
Sustainment
(Personnel + Logistics)



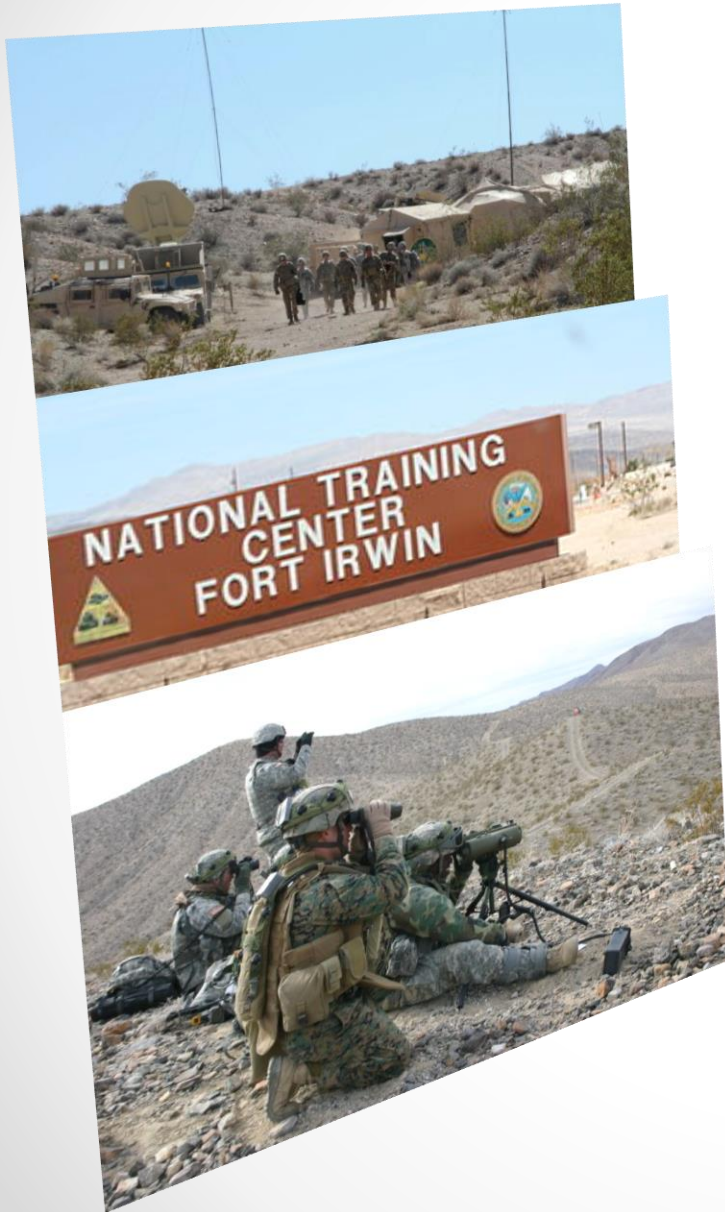
Lieutenant Colonel
Communications + EW & Cyber



Intelligence functions split, but integrated to support maneuver, strike and ISR

Uncertainty paralyzes if the Culture does not change:

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- ✓ The battalion commander (BN CDR) was ordered to scout, not seize the passes;
- ✓ On arrival at the passes, the BN CDR found no enemy, but could not “check with his superiors.”
- ✓ Instead of seizing the passes, the BN CDR took no action for 10 hours to avoid getting too far “out in front.”
- ✓ By the time the BN CDR decided to act, what should have been an unopposed “cakewalk” turned into an all-night fight.

“All Active Combat Brigades Trained Vs. New Russian Tactics: FORSCOM,” *Breaking Defense*, 18 Oct, 2017



“All men are by nature conservative, but conservatism in the military profession is a source of danger to the country... To rest upon formula is a slumber that, prolonged, means death.”

Vice Admiral Hyman Rickover, Address to the Naval Post Graduate School, 16 March 1954

- ✓ Uncertainty persists for many reasons. The absence of a coherent national strategy is key.
- ✓ The malign influence of uncertainty in the senior ranks is that predictability trumps all other considerations in the selection of senior leaders whose mission is stability, not change.
- ✓ Still, a tremendous strategic advantage will accrue to the nation with an integrated military command structure that can both maximize the impact of ISR and orchestrate capabilities across service lines.